

Utah's Division of Child and Family Services

Northern Region Report

Qualitative Case Review Findings

Review Conducted

February 24-27, 2014

A Report by

The Office of Services Review, Department of Human Services

I. Introduction

The Northern Region Qualitative Case Review (QCR) for FY2014 was held the week of February 24-27, 2014. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties. Reviewers included individuals from the following Utah organizations and agencies:

- Office of Licensing
- Salt Lake County Youth Services
- Prevent Child Abuse Utah
- Northern Region Quality Improvement Committee
- Christmas Box House
- Utah Youth Village

There were 35 cases randomly selected for the Northern region review. The case sample included 25 foster care cases and 10 in-home cases. All five offices in the region had cases selected as part of the random sample, which included the Bountiful, Brigham City, Clearfield, Logan, and Ogden offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on May 22, 2014 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed with the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as birth families, youth, foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On February 18 and 20, 2014 members of OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff interviewed included the Regional Director, region administrators, supervisors, caseworkers, Clinical Staff, Family Preservation Team, and State Waiver Leadership Team. Community partners interviewed included an assistant attorney general, guardian ad litem, Christmas Box House and Utah Foster Care Foundation. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

ASSISTANT ATTORNEY GENERAL AND GUARDIAN AD LITEM

Strengths

There is an outstanding group of parental defense attorneys in the region. They're seasoned attorneys who aren't fresh out of law school.

Both the Guardians ad Litem (GAL) and the Assistant Attorneys General (AG) have a good relationship with the region.

Turnover of caseworkers has improved lately. There aren't as many leaving after their first year.

DCFS is doing a better job deciding which cases should be Homeworks cases. Services to support children remaining at home are available in the Ogden area.

The concurrent permanency goals DCFS selects are usually workable and logical.

Workers use Skype or phone calls to keep children connected to parents who live out of the area.

Workers always send a letter to make monthly contact with incarcerated parents.

Workers notify the attorneys of Child and Family Team Meetings, and the attorneys attend as often as they can. The team meetings are effective.

Improvement Opportunities

The attorneys haven't seen great execution on the Homeworks program. One of the barriers has been workers not providing enough information to GALs in the beginning, so the attorneys haven't been confident the children should be left in the home. The DCFS State Office said there would be service providers available to support the children staying at home, but they haven't been provided. Lack of services is especially evident in the Logan area where there are no domestic violence, drug and alcohol, or mental health services available.

Some children are placed with families that won't adopt, and the workers don't always address that with the family. Then the case gets close to the end of the permanency time frame and the family won't comply with the goal of Adoption. Then there's an argument about whether they should do guardianship with the current foster family or move the children to an adoptive home.

They get lousy mental health assessments on children and the mental health system doesn't cooperate with DCFS. This makes it hard to accurately determine the children's needs.

In Box Elder County parents have only one hour a day during which they can go in for a drug test, and they can't test on weekends. Drug testing needs to be available seven days a week and holidays.

PROVIDERS AND COMMUNITY PARTNERS

The community partners represented Christmas Box House and Utah Foster Care Foundation.

Strengths

Christmas Box House received almost \$500,000 worth of in-kind donations last year. They get good monetary support, but they get many more in-kind donations. Almost 900 children were served in the Ogden area last year. They served 575 children through Project Elf at Christmas time.

Northern region is trying to keep kids in the home.

Christmas Box House donates stuffed animals for the Juvenile Court judges to use when children are adopted. At the time the child gets adopted they get to adopt a stuffed animal so they get a better idea of what it means to be adopted.

When teenagers age out of the foster care system, Christmas Box House provides a tote full of things they'll need to set up their first apartment. They also help with TAL activities in the region by providing prizes and gift cards.

In Northern region workers go to Christmas Box House to be introduced to Christmas Box House's processes, services, and resources as part of their initial training.

Community partners have nothing but glowing reviews of DCFS region administration.

Utah Foster Care Foundation (UFCF) has been meeting with DCFS and Office of Licensing about where people are at in the licensing process. If a foster parent gets stuck in the process, UFCF can get them unstuck and moving again towards licensure.

UFCF has a good relationship with the DCFS Resource Family Consultants (RFC). The foster parents all seem to know who their RFC is.

UFCF has a Facebook page for foster parents in the region. They can ask questions and get responses from other foster parents.

Communication between UFCF and DCFS is good.

Improvement Opportunities

Christmas Box House would like to open a Christmas Box Room in the Logan area to serve children there. The State Office needs to come up with guidelines for having such a room, and volunteers need to be recruited to staff the room.

There is so much turnover among workers it's hard to keep them informed of what's happening at Christmas Box House.

Sometimes potential foster families get stuck in the licensing process because communication with them isn't the best or the background check takes a long time.

FAMILY PRESERVATION TEAM AND CLINICAL STAFF

Strengths

Clinical staff saw the need to train workers how to supervise visitation and developed training to meet that need. A step system was developed to classify visitation and workers were trained on it.

Visit rooms have been restructured to encourage better visits and eliminate distractions.

The Structured Decision Making tool is good. It helps workers accurately determine risk levels.

Improvement Opportunities

Workers tell parents what services they need to engage in to change their circumstances, but then those services aren't available for parents to access.

Workers on the Family Preservation Team were hoping to have more flexibility, but they feel constrained by all the policies and deadlines for the Child and Family Plan, UFACAT, SDM, and team meetings. There's no time left to just work with the parents and teach parenting like they'd like to.

Many parents who work with DCFS can't get good dental care, and without decent teeth they can't get jobs.

There's been a lot of turnover in the region, so there's been a constant need to train new workers. There are high caseloads and lots of stress. The State Office needs to look at how they can lower turnover in the regions.

DCFS ADMINISTRATORS, SUPERVISORS, and CASEWORKERS

Strengths

Workers use Facebook, Google, and jail photos to find missing parents. There is a staff member dedicated to doing kinship searches. This person is very good and fast at doing the searches.

Workers like the new plan in SAFE. They feel it's more user friendly.

Licensing of foster homes is going pretty well. They're excited about the in-home focus because they won't need as many foster homes.

Monarch Counseling has been great to work with, and there hasn't been any problem with Davis Behavioral Health.

The partnership with Department of Workforce Services (DWS) to support kinship placement has been great. Kin families now know how to get Medicaid.

Parental defense attorneys are good and the AGs work closely with them. The court system is good.

The region is successfully reducing the number of children in long term care.

For the most part the Homeworks program is working out pretty well. The supervisors think the concept is awesome. The workers feel like they're doing real social work.

Workers are now looking more at protective factors. They are using a series of books that teaches parents and children about these five factors.

The SDM tool seems to be useful and helpful. Workers don't balk at having to do it.

The administrative team is a cohesive group.

They have the technology they need so workers can work anywhere, such as while they're waiting for court hearings.

Improvement Opportunities

CANS is useless. How a single question is responded to can dramatically alter the outcome, so the results are not consistent. Workers feel it is unreliable and easily manipulated. They feel they already know what the child and family need; they don't need the CANS assessment to tell them.

SDM is just another thing workers have to do so they can check off the box. It takes workers away from doing the work with the family that they want to be doing. It just requires workers to spend more time in the office writing down what they already know.

DCFS doesn't have access to substance abuse placements because the placements all went to Juvenile Justice Services. There is only one non-Medicaid provider who offers substance abuse treatment.

TAL used to have transitional housing for youth who couldn't go back to their families. Now these youth are just emancipated. Some proctor homes said they provided TAL services, but they didn't work the way they were supposed to, so workers have stopped using them.

Everything has been made harder for the workers. For example, they have to do more visits, and they get conflicting interpretations of policy requirements.

SDM is very subjective. Too much weight is being put on SDM results when making decisions. And every worker does them differently. The worker's assessment of needs should weight more heavily in decision making than the SDM.

New workers are coming out of training not knowing how to do the day to day job; for example, they don't know how to do logs or use SAFE. Workers thought the training was more effective when new workers would shadow experienced workers for half a day each day.

Worker satisfaction with Weber Human Services is very low. They don't give workers the information they need because they're so focused on protecting the client, and they don't include any recommendations on their evaluations.

More cases are coming to the point of crisis and removal because parents are court ordered to get services within a time frame, but they can't meet the deadline because they can't get the services.

There needs to be a way to get residential treatment for children without bringing them into foster care. Children are being brought into foster care just to get money for the parents' treatment, but once children come into foster care, they stay in.

The new Peer Parenting contract costs several times as much as the previous one did, but services are no better.

The region can't be creative when the State Office is constantly telling them how they have to do things. For example, the region created a base of resources, but the State Office took them away.

III. Child and Family Status, System Performance, Analysis, and Trends












The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

Overall Status

Northern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (Exception is Safety = 85%)	FY10	FY11	FY12	FY13	FY14 Current Scores
			Standard: Criteria 85% on overall score					
Safety	35	0	 100%	87%	88%	89%	94%	100%
<i>Child Safe from Others</i>	35	0	 100%	na	96%	100%	100%	100%
<i>Child Risk to Self</i>	35	0	 100%	na	92%	89%	94%	100%
Stability	29	6	 83%	65%	83%	74%	89%	83%
Prospect for Permanence	25	10	 71%	61%	88%	74%	60%	71%
Health/Physical Well-being	34	1	 97%	100%	100%	94%	100%	97%
Emot./Behavioral Well-being	32	3	 91%	83%	88%	83%	83%	91%
Learning	33	2	 94%	96%	96%	89%	97%	94%
Family Connections	17	1	 94%	na	na	92%	87%	94%
Satisfaction	32	3	 91%	96%	83%	94%	80%	91%
Overall Score	34	1	 97%	87%	88%	86%	94%	97%
0% 20% 40% 60% 80% 100%								

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

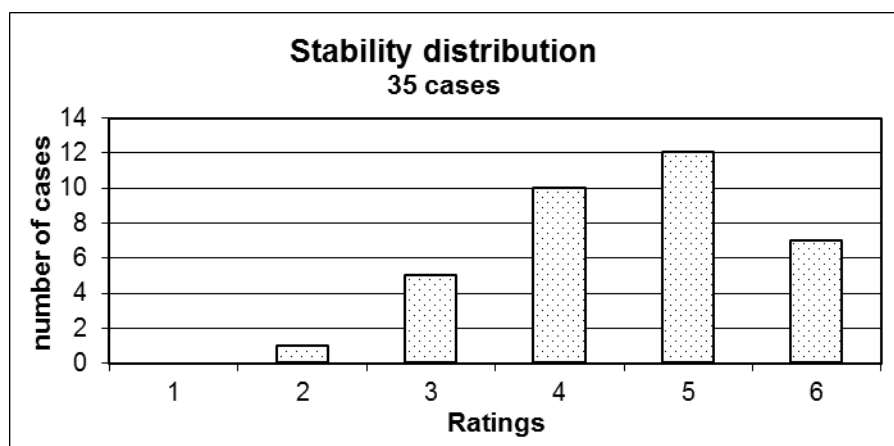
Findings: 100% of cases reviewed were in the acceptable range (4-6). This is a six point increase over last year's score of 94%. Out of the 35 cases reviewed, none had unacceptable safety on either the Child's Safety from Others or on the Child' Risk to Self or Others. This is a remarkable accomplishment.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

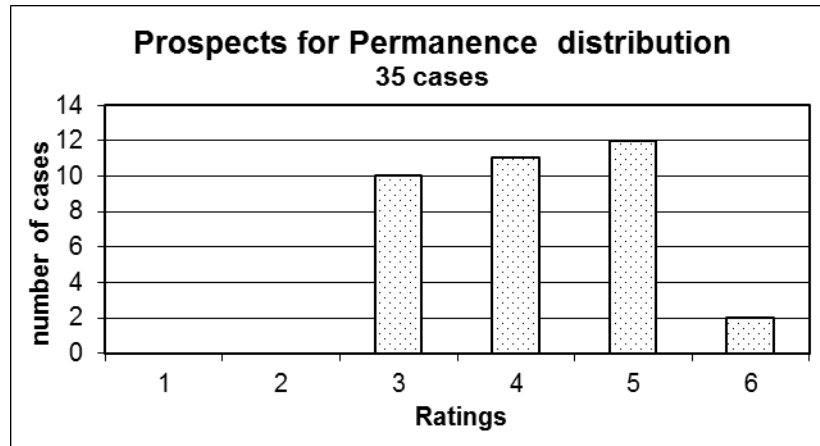
Findings: 83% of cases reviewed were in the acceptable range (4-6). This is a six point decrease from last year's score of 89%.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

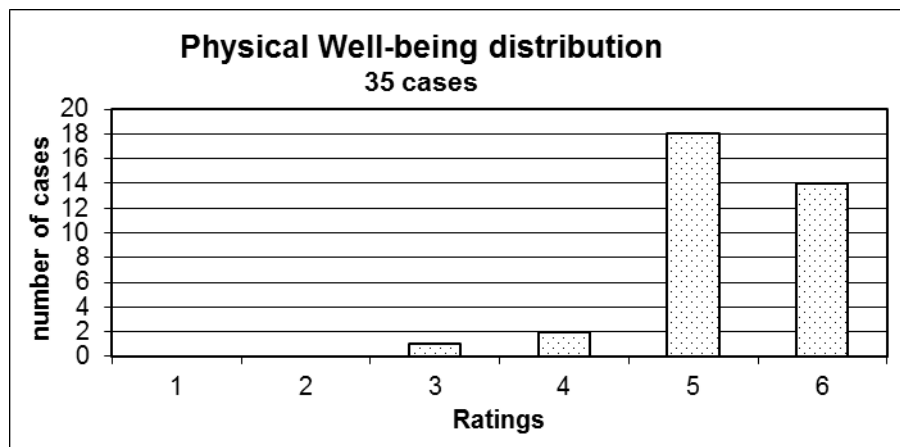
Findings: 71% of cases reviewed were within the acceptable range (4-6). This is a substantial increase from last year's score of 60%.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

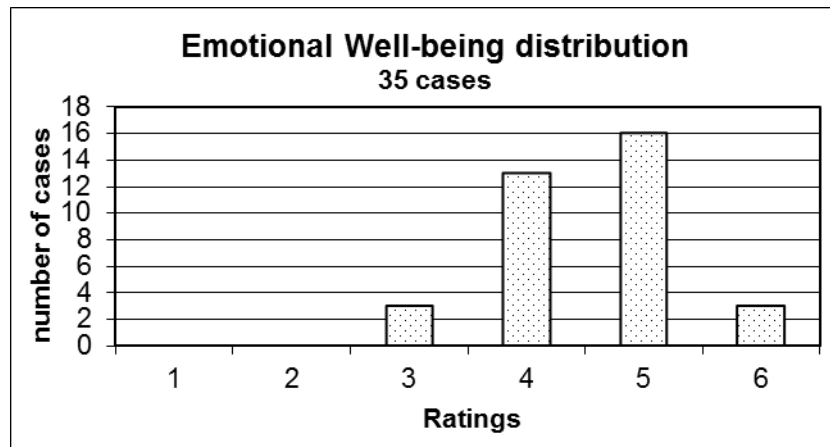
Findings: 97% of cases reviewed were in the acceptable range (4-6). Only one case didn't score acceptable on this indicator.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

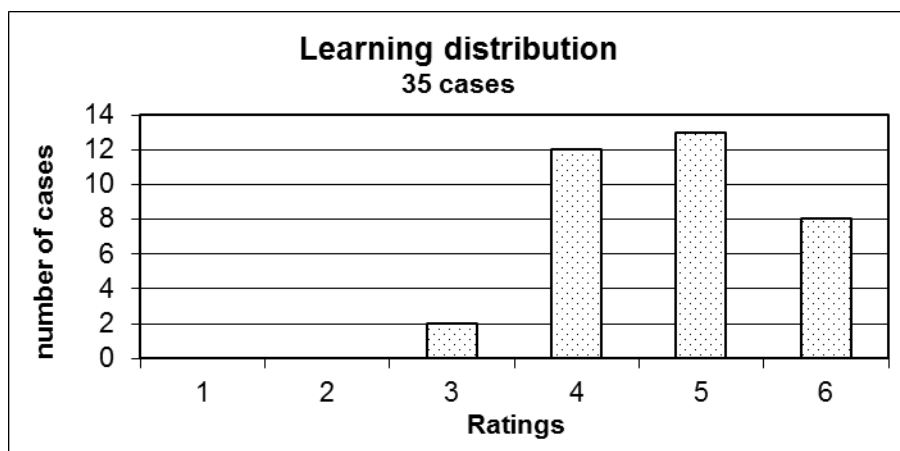
Findings: 91% of cases reviewed were within the acceptable range (4-6). This is an eight point increase from last year's score of 83%.



Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? (Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.)

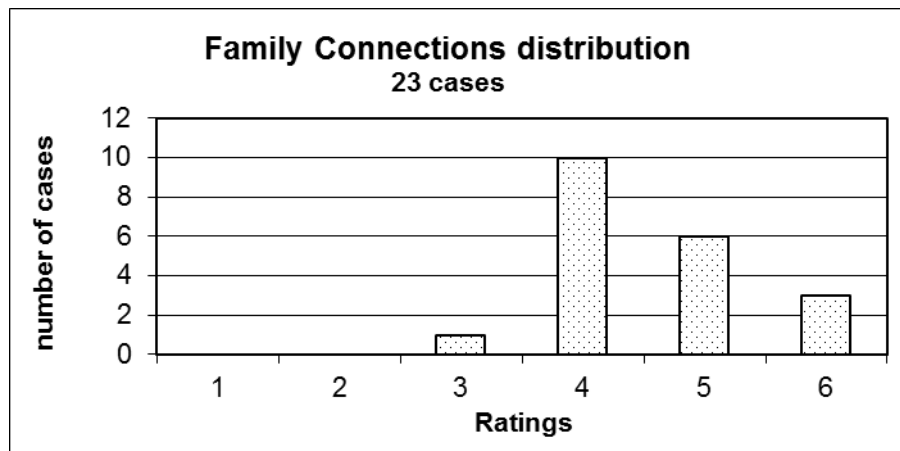
Findings: 94% of cases reviewed were within the acceptable range (4-6). This is just a few points less than last year's score of 97%.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 94% of cases scored acceptable on Overall Family Connections. This indicator measures whether or not the relationship between the child and the mother, father, siblings, and other important family members is being maintained. The scores for the mother and siblings were both 100%. The score for fathers was 89%, a remarkable improvement from last year's score of 64%.

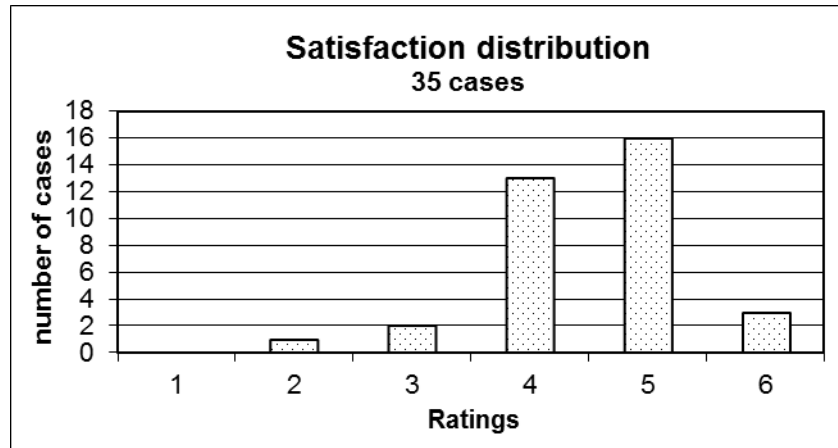


Family Connections			
	# of	# of	FY14
	cases	cases	Current
	(+)	(-)	Scores
Overall Connections	17	1	94%
Sibling	3	0	100%
Mother	15	0	100%
Father	8	1	89%
Other	3	0	100%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 91% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a double-digit improvement over last year's score of 80%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 100% for children to 81% for mothers.



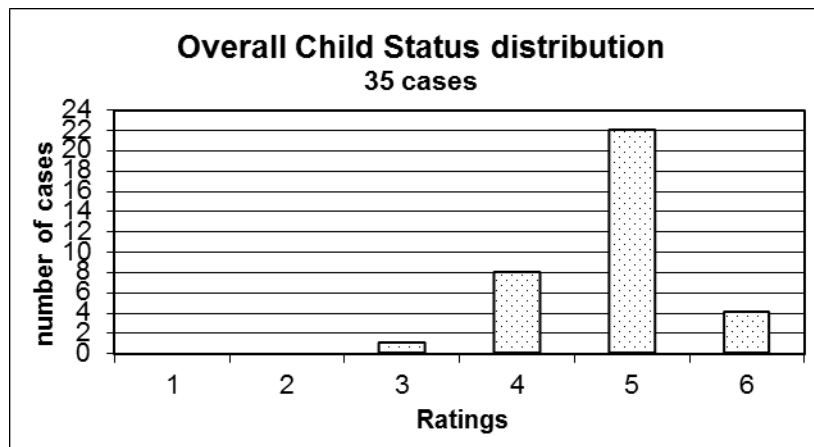
Satisfaction			
	# of cases (+)	# of cases (-)	FY14 Current Scores
Satisfaction	32	3	91%
Child	14	0	100%
Mother	17	4	81%
Father	11	2	85%
Caregiver	23	2	92%

Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators

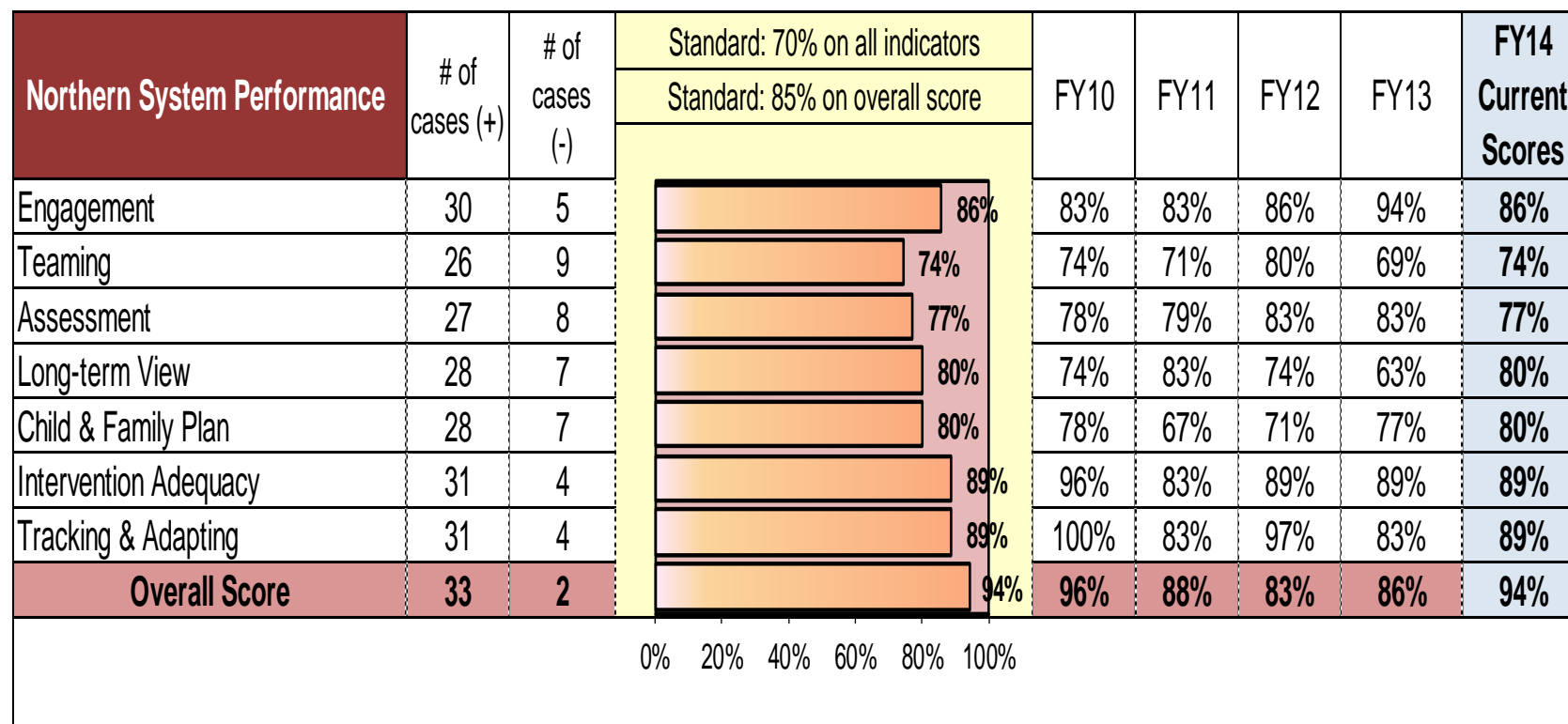
(minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 97% of cases reviewed were within the acceptable range (4-6). This is a three point improvement over last year’s excellent score of 94%.



System Performance Indicators

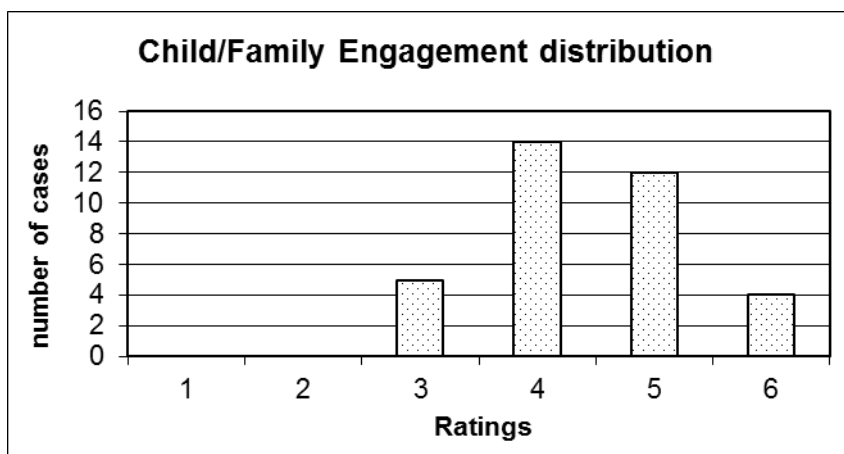
Overall System



Child and Family Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 86% of cases reviewed were within the acceptable range (4-6). This is an eight point decrease from last year's score of 94% but still well above standard. Separate scores were given for child, mother, father and guardian. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 96% for the child to 87% for fathers.

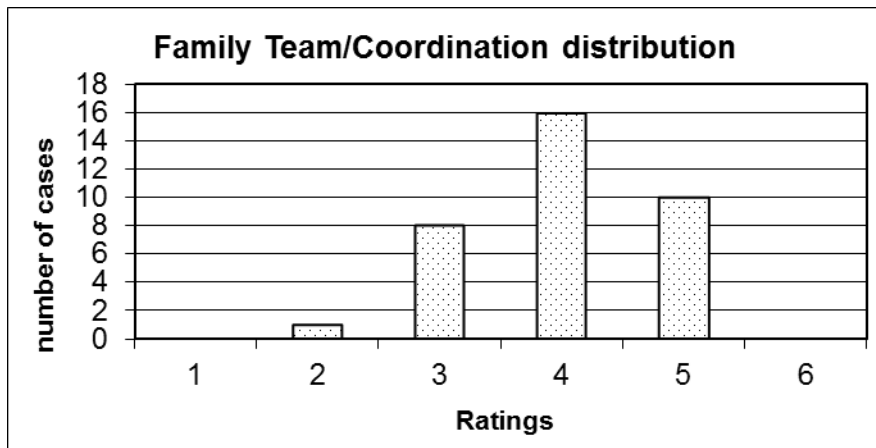


Engagement			
	# of	# of	FY14
	cases	cases	Current
	(+)	(-)	Scores
Overall Engagement	30	5	86%
Child	24	1	96%
Mother	20	3	87%
Father	13	2	87%
Caregiver	12	3	80%

Child and Family Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

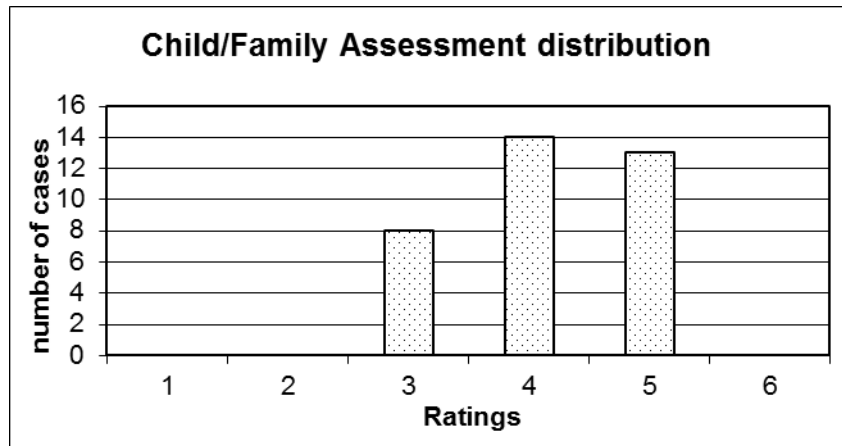
Findings: 74% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 69% and above standard.



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 77% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 83% but still above standard. Individual scores were given for this indicator. Scores ranged from a high of 87% for the caregiver to a low of 67% for fathers. The scores for all parties except fathers were well above the 70% standard.

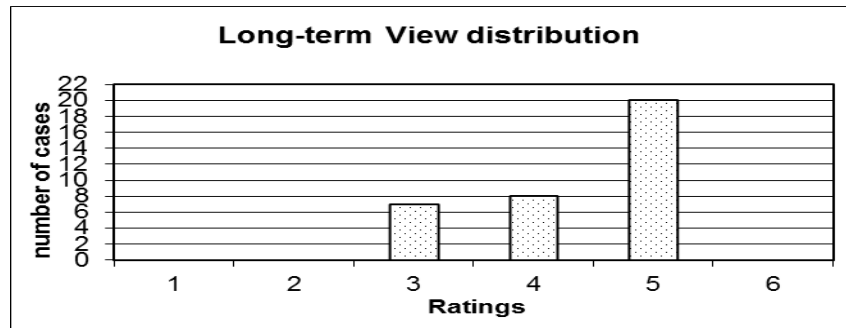


Assessment			
	# of	# of	FY14
	cases	cases	Current
	(+)	(-)	Scores
Overall Assessment	27	8	77%
Child	30	5	86%
Mother	18	5	78%
Father	10	5	67%
Caregiver	20	3	87%

Long-term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

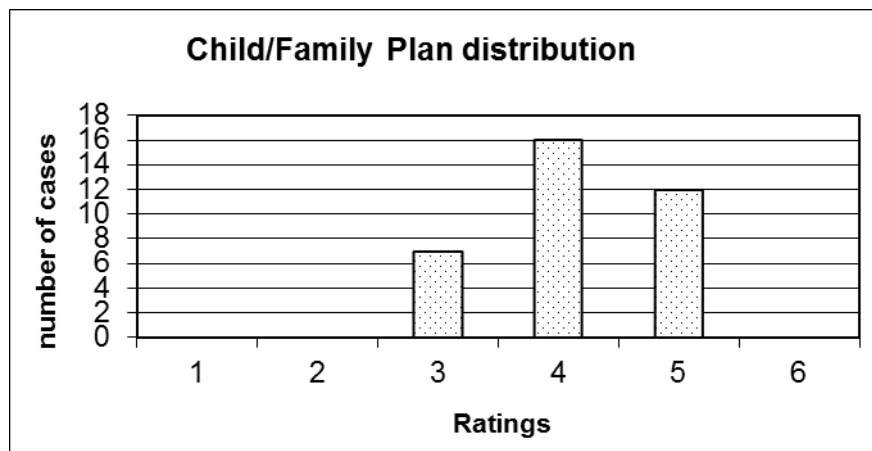
Findings: 80% of cases reviewed were within the acceptable range (4-6). This is a major increase from last year's score of 63% and well above standard.



Child and Family Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

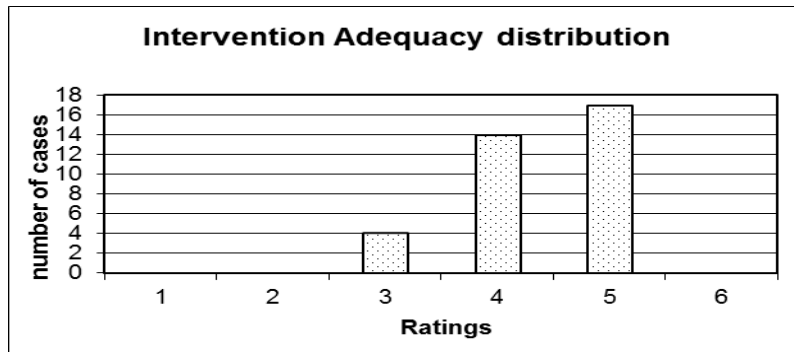
Findings: 80% of cases reviewed were within the acceptable range (4-6). This is a modest improvement over last year's score of 77% and above standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 89% of cases reviewed were within the acceptable range (4-6). This is the same as last year's score and well above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from a high of 96% for caregivers to 70% for fathers.

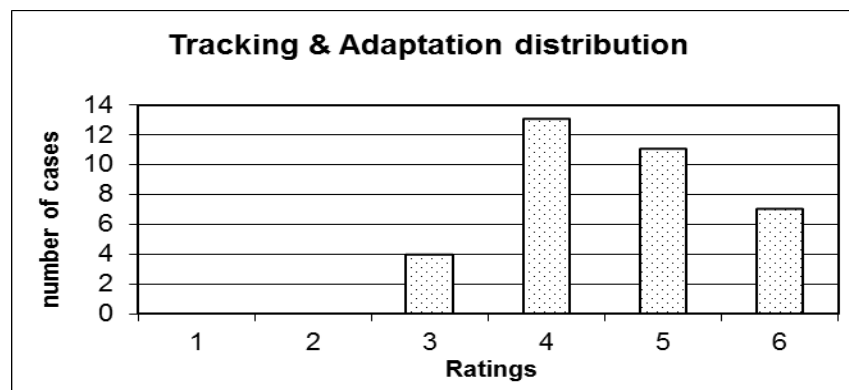


Intervention Adequacy			
	# of	# of	FY14
	cases	cases	Current
	(+)	(-)	Scores
Overall Intervention Adequacy	31	4	89%
Child	31	4	89%
Mother	19	3	86%
Father	7	3	70%
Caregiver	23	1	96%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

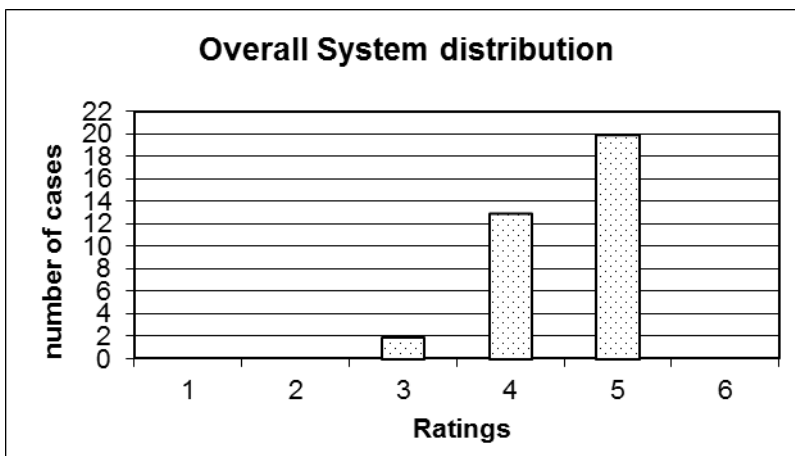
Findings: 89% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 83% and well above standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

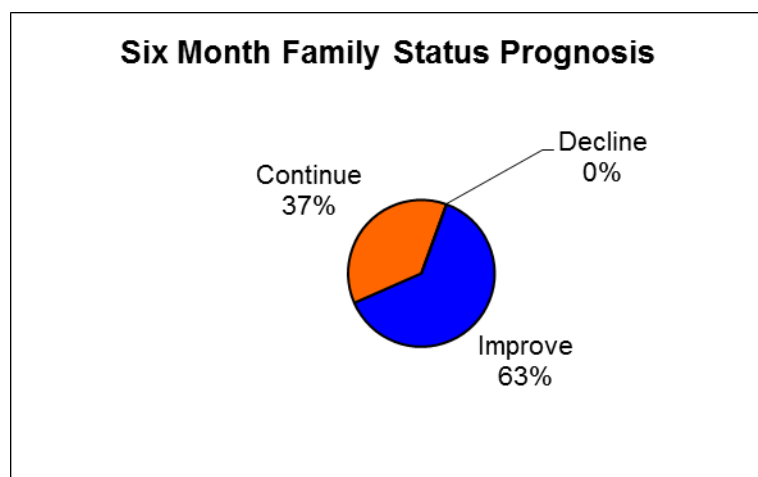
Findings: 94% of cases reviewed were within the acceptable range (4-6). The Overall System Performance score increased from last year's score of 86% and is well above the 85% standard.



Status Forecast

One additional measure of case status is the reviewers' prognosis of the child and family's likely status in the next six months, given the current level of system performance. Reviewers respond to this question: "Based on current DCFS involvement for this child, family, and caregiver, is the child's overall status likely to improve, stay about the same, or decline over the next six months?"

Of the 35 cases reviewed, 63% (22 cases) anticipated an improvement in family status over the next six months. In 37% (13) of the cases, family status was likely to stay about the same. There were no cases where the family's status was expected to decline over the next six months.



Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some "champion" or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2.)

The outcome matrix for children and families reviewed during the Northern Region review indicates that 91% of the cases had acceptable ratings on both Child Status and System Performance. There were no cases that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
Acceptable System Performance	Outcome 1 Good status for the child, agency services presently acceptable. n= 32 91%	Outcome 2 Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 1 3%	86%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 2 6%	Outcome 4 Poor status for the child, agency presently unacceptable. n= 0 0%	14%
	97%	3%	

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. There were no Family Preservation cases (PFP) and only two PSC cases (voluntary services). The court ordered In-Home services cases (PSS) performed slightly better on both Overall Child Status Overall System Performance than foster cases (100% versus 96% and 100% versus 92%). The in-home cases also performed better on every individual indicator except Assessment. The voluntary cases were especially impressive, scoring 100% on nearly every measure.

Case Type		# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care	SCF	26	100%	65%	96%	85%	73%	81%	77%	77%	88%	85%	92%
In-Home	PSS	7	100%	86%	100%	86%	86%	71%	86%	86%	86%	100%	100%
In-Home	PSC	2	100%	100%	100%	100%	50%	50%	100%	100%	100%	100%	100%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Only two of the 35 cases (6%) in the sample are reported to have entered services due to delinquency rather than abuse or neglect. The following table compares how cases identified as Delinquency cases and Non-Delinquency cases performed on Stability, Permanency, Overall Child Status, and Overall System Performance.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	2	50%	100%	100%	100%
Non-Delinquency	33	85%	70%	97%	94%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were four different Permanency Goal types represented in the case sample. All case types scored above standard on both Overall Child Status and Overall System Performance.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	9	100%	89%	100%	78%	56%	78%	89%	67%	89%	78%	89%
Guardianship (Non-Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Guardianship (Relative)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Individualized Perm.	3	100%	33%	100%	67%	67%	33%	33%	100%	100%	100%	100%
Remain Home	8	100%	88%	100%	88%	75%	63%	88%	100%	88%	100%	100%
Reunification	15	100%	60%	93%	93%	87%	93%	80%	73%	87%	87%	93%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload affected some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. The case sample shows that 89% of the caseworkers have caseloads of 16 cases or less (31 of 35 workers). Both of the cases that had unacceptable Overall System Performance were from workers with large caseloads, which significantly impacted the percentages because there were only four workers with caseloads of 17 or more.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	31	100%	77%	97%	90%	84%	81%	84%	81%	97%	94%	100%
17 cases or more	4	100%	50%	100%	50%	25%	75%	50%	75%	50%	50%	50%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Worker experience is concentrated at both extremes. One third of the workers have less than one year of experience and another third of the workers have more than five years of experience. The other third range between the two extremes. Twelve of the workers were hired within the past year. Both the least and the most experienced workers scored 100% on Overall System Performance.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	12	100%	75%	92%	92%	67%	75%	92%	67%	92%	100%	100%
12 to 24 months	2	100%	50%	100%	50%	50%	50%	50%	50%	50%	50%	50%
24 to 36 months	2	100%	100%	100%	100%	100%	100%	100%	50%	100%	100%	100%
36 to 48 months	3	100%	67%	100%	67%	67%	100%	67%	100%	67%	67%	67%
48 to 60 months	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
60 to 72 months	3	100%	100%	100%	100%	67%	100%	100%	100%	100%	33%	100%
More than 72 months	12	100%	75%	100%	92%	92%	83%	75%	92%	100%	100%	100%

RESULTS BY OFFICE

The following table compares how offices within the region performed on some key child status and system performance indicators. Cases from all five offices in the Northern Region were selected as part of the sample. Every office except Ogden scored 100% on both Overall Child Status and Overall System Performance. (Note: the Ogden office had a far larger sample size than the other offices.)

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Bountiful	2	100%	0%	100%	100%	50%	50%	100%	50%	100%	100%	100%
Brigham City	2	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Clearfield	7	100%	86%	100%	86%	86%	71%	86%	86%	100%	100%	100%
Logan	4	100%	75%	100%	100%	100%	100%	75%	75%	100%	100%	100%
Ogden	20	100%	70%	95%	80%	65%	75%	75%	80%	80%	80%	90%

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. The scores on Stability and Permanency were highest for the youngest and oldest children. They were lowest for teens ages 13-15. However, the 13-15 age group scored highest on Overall System Performance.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
0-5 years	14	93%	86%	100%	93%
6-12 years	8	75%	50%	100%	88%
13-15 years	6	50%	50%	83%	100%
16 + years	7	93%	86%	100%	93%

SYSTEM CORE INDICATORS

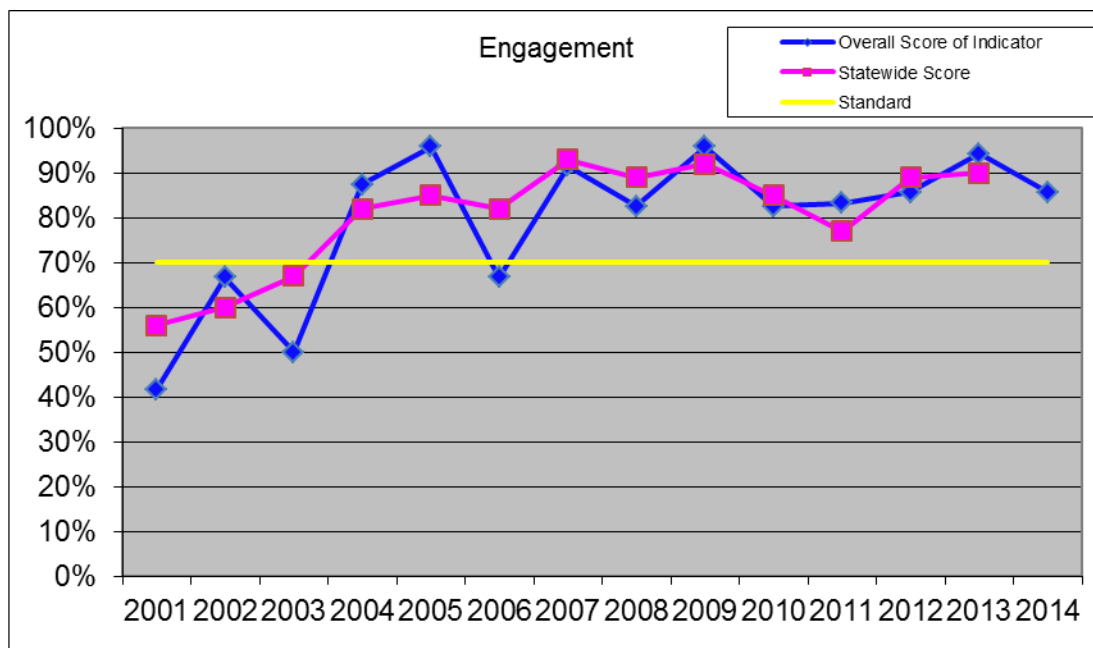
Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 13 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Northern region's score on Overall System Performance improved this year to 94%, which puts it far above standard. Five of the seven System Performance indicators improved, and all seven indicators were well above the 70% standard.

Child and Family Engagement

The average Engagement score dipped slightly and the percentage score fell. Northern region scored just under last year's state score (86% versus 90%).

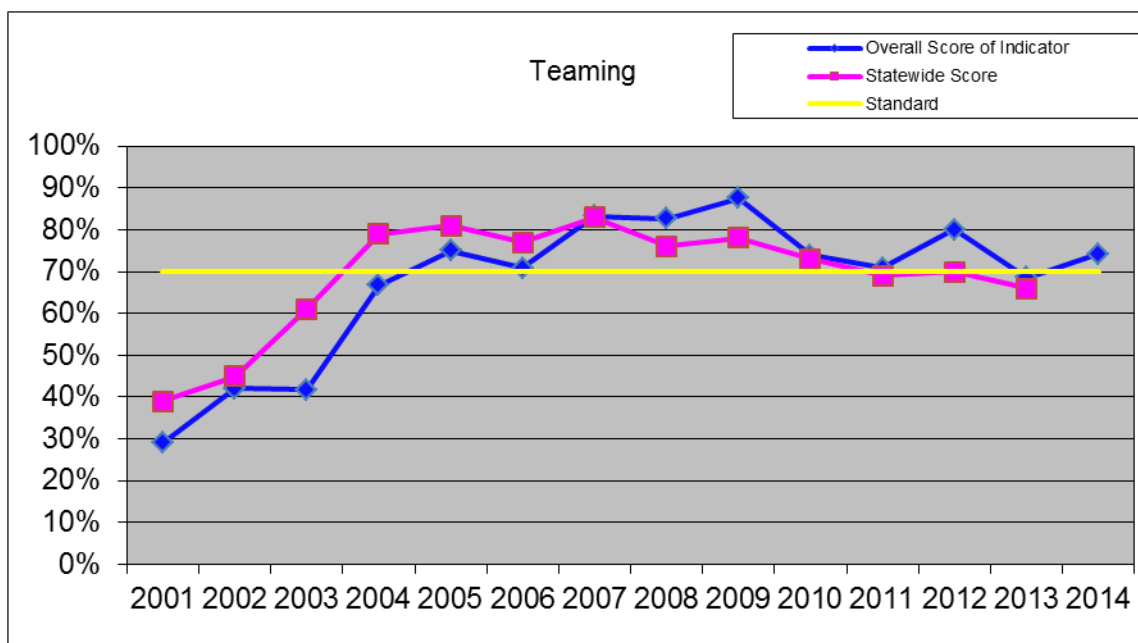
Engagement														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.21	3.54	3.21	4.17	4.54	3.79	4.46	4.22	4.46	4.35	4.46	4.49	4.46	4.37
Overall Score of Indicator	42%	67%	50%	88%	96%	67%	92%	83%	96%	83%	83%	86%	94%	86%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%	



Child and Family Team and Coordination

The Teaming percentage score recovered from 69% last year to 74% this year. The average score also improved. The region has scored above the state for the past several years, and it appears they are on track to exceed the state score again.

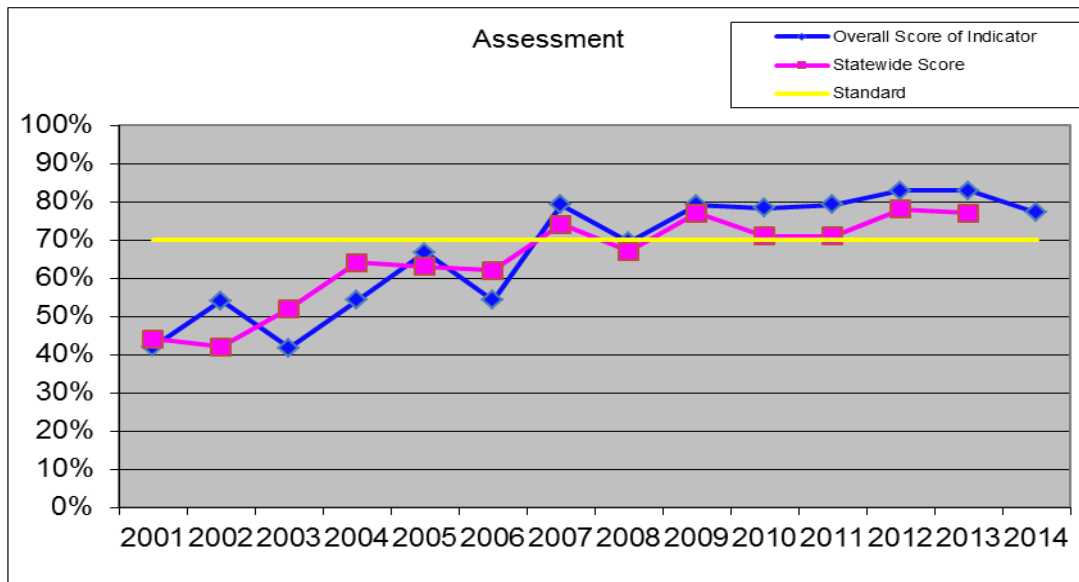
Teaming														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	2.96	3.46	3.38	3.83	4.08	3.96	4.25	4.17	4.21	4.04	4.21	4.06	3.89	4.00
Overall Score of Indicator	29%	42%	42%	67%	75%	71%	83%	83%	88%	74%	71%	80%	69%	74%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%	



Child and Family Assessment

The average Assessment score remained the same although the percentage score fell a little. The region has scored above the state score for the past several years and is on track to exceed the state score again this year.

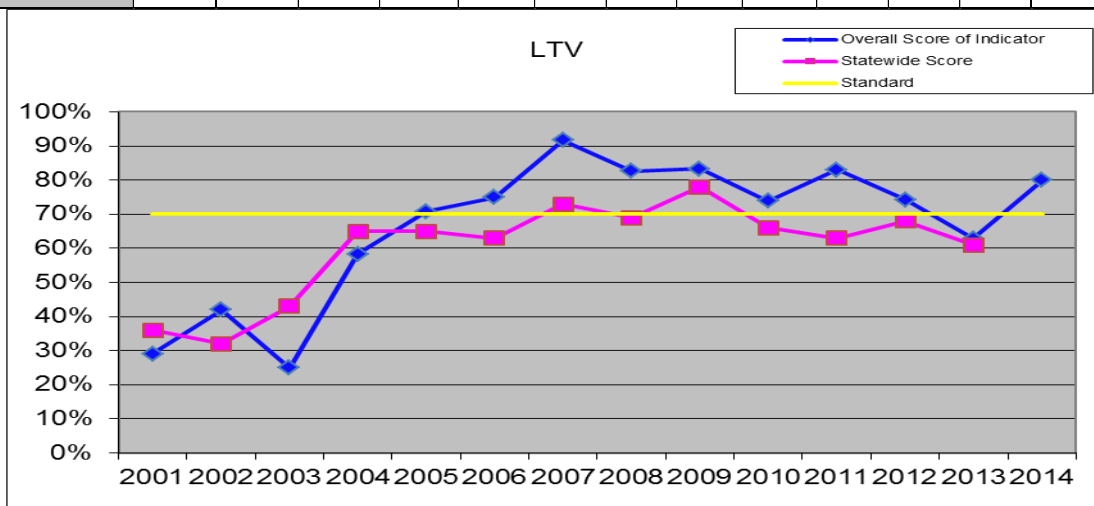
Assessment														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.25	3.54	3.21	3.63	3.83	3.54	4.00	3.91	4.00	4.09	4.21	4.17	4.14	4.14
Overall Score of Indicator	42%	54%	42%	54%	67%	54%	79%	70%	79%	78%	79%	83%	83%	77%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%	



Long-Term View

Both the average and the percentage scores on Long-term View increased significantly this year. The region scored nearly 20 points above last year's state score.

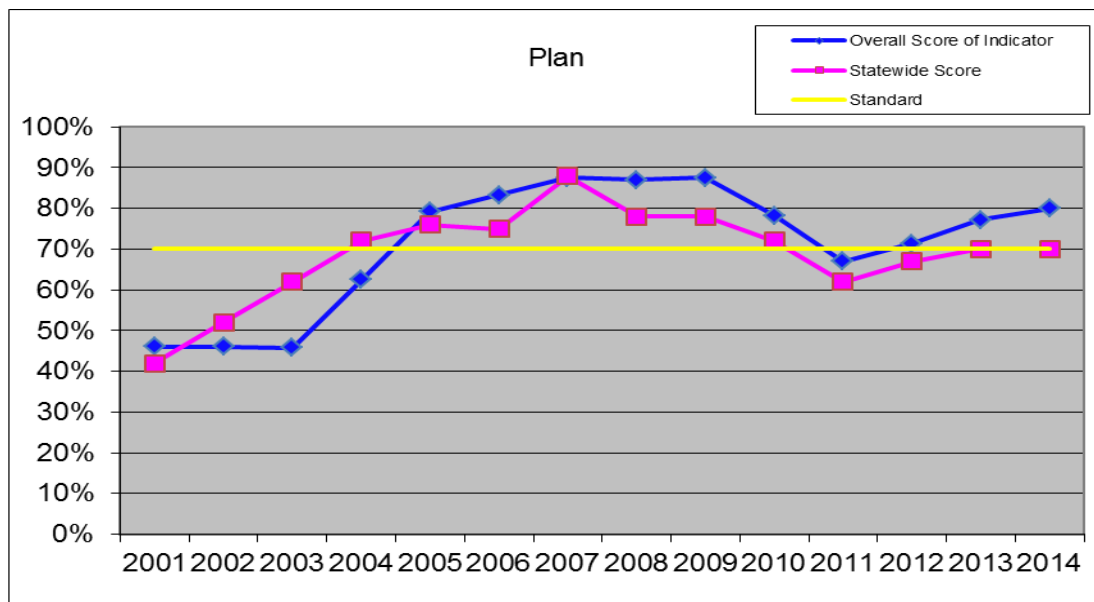
Long-Term View														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.13	3.25	3.04	3.58	4.00	3.83	4.17	4.09	4.25	3.91	4.21	4.14	3.89	4.37
Overall Score of Indicator	29%	42%	25%	58%	71%	75%	92%	83%	83%	74%	83%	74%	63%	80%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%	



Child and Family Plan

The average and percentage scores for Plan were similar to last year's scores. Each experienced a slight increase. The region's score is 10 points higher than last year's state score.

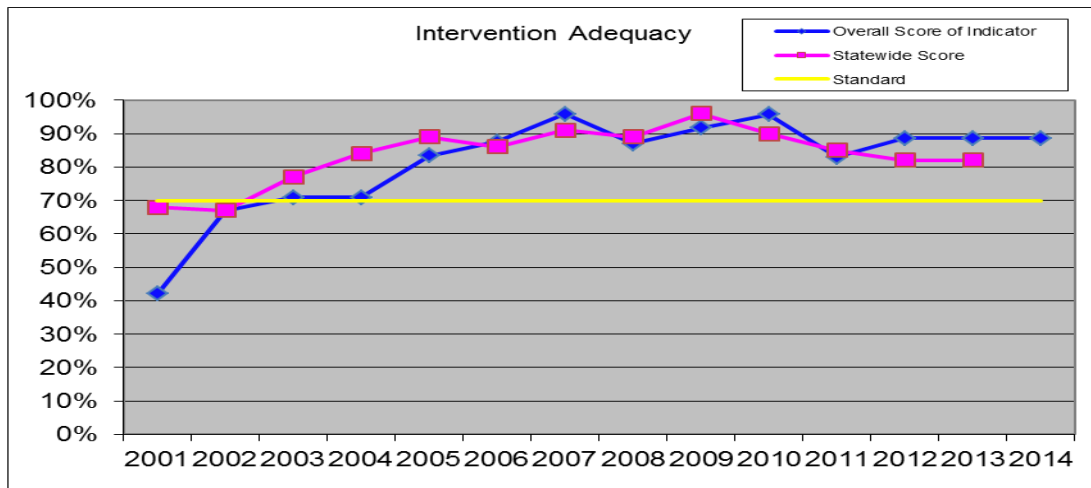
Child and Family Plan														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.42	3.25	3.33	3.79	4.21	4.08	4.33	4.17	4.38	4.17	4.21	4.03	4.00	4.14
Overall Score of Indicator	46%	46%	46%	63%	79%	83%	88%	87%	88%	78%	67%	71%	77%	80%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%	



Intervention Adequacy

The average and percentage scores for Intervention Adequacy were identical or nearly identical to last year's scores. The region scored nearly 10 points above last year's state score.

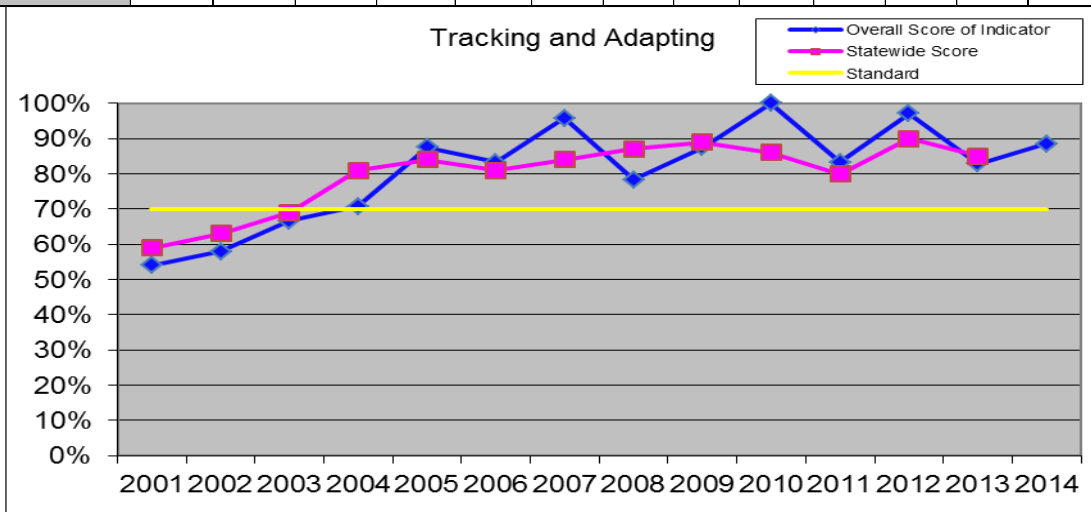
Intervention Adequacy														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.21	3.92	3.92	4.21	4.54	4.33	4.88	4.35	4.58	4.65	4.21	4.31	4.43	4.37
Overall Score of Indicator	42%	67%	71%	71%	83%	88%	96%	87%	92%	96%	83%	89%	89%	89%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%	



Tracking and Adaptation

Both the percentage and the average scores for Tracking and Adapting improved this year. The region has had excellent scores on this indicator for the past several years. This region score is slightly above last year's state score.

Tracking and Adaptation														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.67	3.92	3.83	4.08	4.58	4.38	4.75	4.22	4.50	4.61	4.46	4.63	4.40	4.51
Overall Score of Indicator	54%	58%	67%	71%	88%	83%	96%	78%	88%	100%	83%	97%	83%	89%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%	



V. Summary and Recommendations

Summary

During the FY2014 Northern Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Northern Region. It is clear that there is substantial commitment and hard work devoted to ensuring the safety and well-being of the children and families.

The Region scored exceptionally well on Overall Child Status with a score of 97%. This was an increase over last's year's already excellent score of 94%. The Overall Child Status Score has been above standard for five consecutive years. Safety remained above the 85% standard (100%), and all of the other seven Child Status indicators were also above the 70% standard.

After being just below standard two years ago, the Overall System Performance score rose to 86% last year, bringing it back above standard, and then rose again this year to 94%! Scores were above standard on all seven system indicators.

Summary and Recommendations

Northern region scored above standard on every individual indicator on both Child Status and System Performance. They also scored far above standard on both Overall Child Status and Overall System Performance (97% on Child Status and 94% on System Performance). Not only did every System Performance indicator score above standard, all but two were in the 80th percentile or higher. The region may choose to focus on Teaming during the coming year to pull the Teaming score up to the level the other System Performance indicators have achieved.

Northern Region was the only region to achieve every QCR standard this year. They will not need to craft a Practice Improvement Plan. Their objective will be to keep up the excellent work they're already doing.